

## CHAPTER 3. HOUSING ASSISTANCE VISITS

### I. INTRODUCTION

#### A. SCOPE

This Chapter establishes policy, assigns responsibilities, and promulgates procedures for the planning and execution of Housing Assistance Visits (HAVs).

#### B. POLICY

1. Management visits, practices, and procedures installed throughout the Navy Family Housing Program shall be directed toward providing optimum support to occupants of family housing.

2. HAVs will be conducted at each Field Activity at least once every three (3) years.

3. The HAV will be a positive, constructive idea exchange rather than an Inspector General (IG) style visit or an audit. Activities will be provided with better ways of accomplishing tasks, functions and initiatives that have been jointly identified for program assistance. The intent of the HAV is to focus on a minimum of mutually agreed upon functional areas and not to cover all areas of the family housing organization. Recommendations will draw upon how other activities successfully perform the same functions as well as the knowledge and experience of EFD representatives. These recommendations are then tailored to the individual activity being reviewed.

#### C. SUMMARY

This Chapter is organized into the four topical areas summarized below:

1. Responsibilities. The Commander, Naval Facilities Engineering Command (COMNAVFACENGCOM), establishes and implements policies for, monitors, and selectively conducts HAVs. The Engineering Field Divisions (EFDs) schedule and perform HAVs at Field Activities within their purview. Field Activities will arrange the logistical support required by the HAV team and consider the recommendations of the team.

2. HAV Program Planning. An annual schedule will be forwarded to COMNAVFACENGCOM by each EFD and the HAV team will be appointed far enough in advance to allow for preparation. A verbal summary of recommendations and observations will be presented during the departure conference, to be followed by a written summary within two weeks.

3. Areas of Coverage. HAVs provide for a review and assessment of specific major functional areas of the activity family housing operation. These areas should be jointly identified and agreed upon by the activity housing director/Public Works officer (PWO) and EFD prior to the commencement of the HAV. Once on site, the HAV team can address other areas of identified concern as

warranted. Specific functions and guidelines are presented in this section.

4. Other Assistance Programs. Other assistance program reviews and on-site public works evaluations are sponsored and initiated by Major Claimants. Participation in these visits to evaluate family housing will be on an as-requested basis.

## II. RESPONSIBILITIES

### A. COMMANDER, NAVAL FACILITIES ENGINEERING COMMAND

COMNAVFACENGCOM establishes and implements Navy policies for conducting a HAV. In fulfilling this responsibility, COMNAVFACENGCOM will:

1. Monitor Field Activity HAVs for policy conformance by selective participation with EFD representatives.
2. Provide follow-up assistance when requested by the EFD
3. Assure that HAVs are performed at the proper frequency.

### B. ENGINEERING FIELD DIVISIONS

Within the policy and procedural guidance issued by COMNAVFACENGCOM, EFDs are the primary administrators of the HAV program at Field Activity level. In fulfilling this responsibility the EFDs will:

1. Establish a cyclical schedule which ensures a HAV to each Field Activity every 3 years.
2. Advise COMNAVFACENGCOM no later than 1 September every year of the tentative schedule of dates and Field Activities slated for a HAV in the next fiscal year, as well as the visits actually performed during the current fiscal year.
3. Inform the Field Activities of the logistical support required to accomplish the scheduled visit.
4. Conduct on-site visits and provide the local Command with findings and recommendations.
5. Provide follow-up assistance if requested by the Field Activity.

### C. FIELD ACTIVITIES

The primary responsibility of the Field Activities is to use the observations and recommendations of the HAV team to improve the operational and management aspects of Family Housing Programs. In addition, Field Activities are responsible for providing the necessary logistical support required by the HAV team.

### III. HAV PROGRAM PLANNING

The shortage of family housing assets, the limited funds for operations, maintenance, and improvements, and the importance of adequate family housing to the morale, welfare, and retention of military personnel require that maximum benefit be obtained for dollars expended or invested. Administration, construction, operations, maintenance, repair, and improvement of family housing facilities are subject to certain administrative and legislative constraints, which dictate uniformity in operating procedures throughout all Navy family housing organizations. The organization, functional alignment, and staffing criteria which are presented in chapters 1 and 2 of this Manual provide the basis for management improvement and standardization.

Our goal is to provide program assistance and policy guidance to field activities on a cyclical basis directed at providing optimum support to the residents of family housing. Assistance will be directed towards improving major functional areas of the family housing office and assisting Field Activities in achieving their objectives.

In addition to housing the maximum number of families at the lowest practical cost, management must also continue to foster an atmosphere of cooperation with all family housing occupants within the framework of good management-occupant relations, as well as a better understanding of working relationships within the Navy management chain. To assist Field Activities in achieving their objectives, the program for a HAV has been established.

HAVs will be conducted on a 3-year cycle; therefore, a general schedule of visits shall be drafted by each EFD, which provides a framework for the development of the annual schedule of Field Activities to be visited. This annual schedule will delineate the respective dates and Field Activities to be visited.

EFDs will inform the Command to be visited of the proposed HAV, explain the scope of the visit, and obtain concurrence on a firm date for the visit. The HAV team composition will be limited to the minimum number of members necessary to carry out the intent of the visit. Depending on the number of housing units and housing personnel at the activity, it may be necessary to send only one individual to accomplish the intent of the HAV.

### IV. AREAS OF COVERAGE

Specific areas/examples of coverage from which HAV team members can select for review are described in the following paragraphs. These items should be limited in number to concentrate on mutually identified areas of concern that have been agreed upon in advance. In addition, special areas of local concern should be solicited from the Commanding Officer, PWO, and Housing Manager; and efforts should be concentrated in those areas.

A. ORGANIZATION AND STAFFING

1. Review the existing organization and staffing levels. The organizational structure delineated in Chapter 1 and the staffing criteria delineated in Chapter 2 of this Manual provide the basis for reviewing and determining family housing organization and staffing requirements.
2. Review and provide assistance on the classification of positions within the housing organizations.
3. Evaluate existing training programs available for family housing personnel and recommend improvements to the program to assist them in their professional development.
4. Determine potential areas for consolidating family housing management functions of Field Activities due to the proximity or similarity of the services performed.
5. Review the level of office automation in the housing office, and whether that level is appropriate and being properly applied.

B. OPERATIONS

1. Determine whether existing directives and policies are current and adequate.
2. Review existing operations and procedures, including the use of maintenance, service, or utility contracts.
3. Analyze the scope and effectiveness of the energy conservation program for family housing as detailed in chapter 22 of this Manual.
4. Ensure that furniture and equipment are provided as outlined in chapter 15 of this Manual. Assure that inventory and warehouse procedures are efficient and that unauthorized furniture is disposed of in a timely manner.
5. Review procedures for establishing and updating rents and charges for all public quarters. Ensure that all rents and charges are in conformance with Chapter 16 of this Manual.
6. Ensure that Field Activities housing non-DOD personnel under reimbursable BP-96 funding have an interservice support agreement in effect.
7. Review the operation of substandard quarters. Determine that they are being maintained to appropriate standards, and that BAQ forfeiture rates have been properly set.

C. INVENTORY

1. Verify the accuracy of the Field Activity family housing inventory and the Family Housing Property Account records. Identify units by type of family housing and by bedroom count. Variations should be fully identified and solutions offered reconciliation.

2. Ensure that all Class 1 and 2 properties supported by Family Housing, Navy (FH,N) funds are included on the Family Housing Property Account.

D. INSPECTIONS AND AUDITS

Discuss with the PWO and Housing Manager the implementation of recommendations noted in recent formal inspections and audits.

E. REPORTS

1. Review procedures for special and recurring reports submitted by the Field Activity, ensuring conformance with pertinent directives. Analyze accuracy of reported data and note discrepancies.

2. Analyze local reports and data collection systems with respect to benefits and economies.

3. Analyze efficiency and accuracy of data collection systems used in developing family housing management information system (FHMIS) report input.

F. HOUSING REFERRAL SERVICE

1. Review existing housing referral service (HRS) operating procedures and listings to ensure conformance with Chapter 8 of this Manual.

2. Ensure all referral counseling sessions include proper guidance for equal opportunity in off-base family housing and prohibitions against discrimination based on disability.

3. Determine potential areas for consolidation of housing referral services of Field Activities on the basis of similarity of services offered and geographic areas covered.

4. Review reporting requirements to ensure full compliance with appropriate directives and instructions.

5. Review records on private sector housing complaints (e.g., tenant/ landlord, discrimination).

#### G. ASSIGNMENT AND UTILIZATION

1. Ensure that procedures and directives, which have been promulgated to control eligibility, priorities, and assignment of personnel to family housing, are in conformance with directives issued by higher authority. Review procedures used by occupants to notify the family housing office of personnel actions which will change the status of occupancy; for example, promotions, transfers, discharges, or retirements. Ensure such changes are reflected in proper pay vouchers and occupancy records. OPNAVINST 11101.13H and chapter 9 of this Manual provide guidance in this area.

2. Verify that quarters designations for officers and enlisted personnel are appropriate to maximize utilization.

3. Review propriety of waiting lists and assignment and termination procedures for all quarters.

4. Review the accuracy of data used in preparing the family housing inventory and utilization submission.

5. Review utilization rates for adequate and substandard quarters to ensure compliance with occupancy guidelines, and determine adequacy of steps taken to increase the utilization rate.

#### H. REQUIREMENTS DETERMINATION

1. Review input documents required for the family housing requirements survey described in chapter 5 of this Manual.

2. Review the method for counting units which are vacant, firmly planned, or under construction in the private community.

3. Review the method for determining total number of families in the area.

4. Review procedures for maintaining current and projected personnel data.

5. Review the most recent Family Housing Market Analysis to ensure incorporation in the survey.

#### I. LEASING

1. Review the leasing program, and ensure compliance with procedures outlined in chapter 7 of this Manual and EFD guidelines.

2. Verify that leased units are occupied by eligible occupants based on bedroom requirement. Verify the forfeiture of basic allowance for quarters (BAQ).

#### J. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) PROGRAMS

Review the Field Activity participation in available HUD programs.

K. FINANCIAL MANAGEMENT

1. Review the methods and sources used for obtaining data in the budget preparation process.
2. Review the budget, the budget execution plan, and the obligation rate.
3. Verify that the methods for accumulating cost data and preparing cost reports conform to NAVCOMPT instructions and chapter 12 of this Manual, which detail financial management operations.
4. Review Flag and Installation Command Quarters budget submissions and reports to ensure conformance with appropriate instructions.
5. Determine that collections are being correctly made and deposited: assure that reimbursable obligations are being correctly recorded.

L. MAINTENANCE MANAGEMENT

1. Review maintenance methods and procedures in support of family housing. Chapter 17 of this Manual provides guidance in this area.
2. Review the short- and long-range maintenance plans.
3. Make an on-site visit into one or two family housing units within each housing category to ascertain the level of maintenance.
4. Randomly select several current completed job orders for change of occupancy maintenance. Review scope and propriety of work, time required for accomplishment, cost of job in relation to estimate, and response time.
5. Check recurring job orders for family housing to verify accuracy of scope, work frequency, and cost estimates.
6. By random sample, review emergency/service (E/S) chits as to scope, costs, and procedures for identifying repetitious work which could reflect the need for more expensive repairs or repair projects. Review the response time, number of workers responding, chits in excess of 16 hours, and propriety of the responding craft shops to ensure economy of the E/S procedure. Screen for work which is properly an occupant responsibility.
7. Review the family housing facility history records for usefulness in budget preparation, development of short- and long-range maintenance plans, projects, and so forth.
8. Review the scope of work normally performed at change of occupancy to assure that all needed maintenance is performed, and the major repair work not within the activity authority is not performed without the proper approvals.

9. If maintenance is performed by contract, review the specifications of the contract and QAE support provided by Facilities Support Contracts (FSC) organization for adequacy.

10. Review maintenance downtime and compare with utilization rate.

M. DEFICIENCY OF MAINTENANCE

1. Review the Field Activity's procedures and reports for maintenance inspections. Verify that an adequate sample was selected, required reports have been submitted, the facility's category codes are identified, repair projects have been developed where appropriate, and that maintenance requirements are reflected in the budget. Chapter 17 of this Manual provides guidance in this area.

2. Recommend procedures which can be used by the Housing Manager for reviewing inspection reports and correcting maintenance deficiencies.

N. PROJECTS

1. Verify the requirement for projects submitted and ensure proper validations. Chapter 20 of this Manual explains the procedures and requirements for project preparation and submission.

2. Ensure the scope and materials for projects are consistent with established construction criteria.

3. Ascertain the status of project preparation/design.

O. OCCUPANCY INSPECTION

Review the occupancy inspection procedures. Assure that all four occupancy inspections are being correctly performed.

P. OCCUPANT RESPONSIBILITIES AND LIABILITY

1. Review occupant responsibilities and verify conformance with the policies discussed in Chapter 10 of this Manual.

2. Determine that procedures for obtaining reimbursement from occupants for damages to family housing property due to occupant negligence and abuse are adequate and enforced.

Q. UTILITIES

1. Review the method for determining charges. Ensure that rates and allocations applied to family housing are consistent with those applied to other customers and between housing categories.



2. Ensure that rates applied against utility distribution systems on family housing property records do not include costs for maintenance and repair. These charges are to be directly applied to family housing funds and not included in the rate structure.

R. COMMUNITY SUPPORT FACILITIES

1. Review the operation, utilization, and costs of community support facilities.

2. Review Family Housing property Account records to determine if community support facilities are appropriately identified to family housing.

S. OCCUPANT RELATIONS

1. Review the effectiveness of the means by which occupants are informed of all rules, regulations, policies, and procedures which affect them as discussed in Chapter 10 of this Manual.

2. Review procedures for enforcement of rules and regulations.

3. Ensure that the self-help program is adequate and in conformance with the guidelines contained in chapter 19 of this Manual.

4. Review major causes for and disposition of complaints of occupants.

5. Determine the quality of the relationship between family housing personnel and community associations.

T. OPERATING SERVICES

1. Review the procedures for the provision of adequate police and fire protection. Assure that instructions to occupants on contacting police and fire protection authorities are clear.

2. Review the efficiency and propriety of other operating services as outlined in Chapter 21 of this Manual.

3. Assure that procedures are in place to periodically verify that smoke detectors are operating properly in every unit.

V. OTHER ASSISTANCE PROGRAMS

The Naval Facilities Engineering Command (COMNAVFACENGCOM) has the responsibility to assist Navy major claimants and activities in executing their public works technical and managerial responsibilities. One of the means of providing support is through periodic Facilities Evaluation and Assistance Team (FEAT) visits. Since Family Housing assistance is provided in Housing Assistance Visits, additional participation in FEAT or similar visits to evaluate Family Housing will occur only when specifically requested by the major claimant.

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